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# CAMBRIDGEPORT

## Revitalization



# Cambridgeport Revitalization Plan

## Community Development Department



## Cambridge, Massachusetts





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The cover illustrates many of the industrial and commercial activities of the Cambridgeport revitalization area.

This publication was prepared as part of Cambridge's economic development planning activity funded by the 302(a) Program of the Economic Development Administration, U.S. Department of Commerce. Additional support for the planning study came from the U.S. Department of Housing and Urban Development.

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*This plan is an important step towards the revitalization of Cambridgeport. It addresses the diverse needs of the community by providing a program of balanced development that includes housing, business development, open space, and transportation improvements.*

*The urban design plan illustrates coordinated development that will meet the goals for revitalization. Working together, the City and private investors can achieve redevelopment that will benefit the Cambridge community.*



*Aerial view of the Cambridgeport revitalization area, 1978 (Aerial Photos of New England).*



# Goals of the Plan

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*Underutilized land along Sidney Street is a dominant feature of the Cambridgeport revitalization area.*



**Cambridgeport is on the threshold of a new era. The early twentieth century witnessed the transformation of nineteenth century farms and marshland into a flourishing industrial area bordering residential and commercial development.**

**But in the last two decades, much of that industry vanished as Cambridgeport experienced the same industrial exodus that touched many of the nation's urban areas. Left behind were acres of land and buildings formerly used by industry.**

Over the last several years, the pace of reinvestment in older urban areas has quickened throughout the United States. In Cambridgeport, some of the old industrial buildings have been subdivided for use by the growing technical and service industries that have recently come to the area. Cambridgeport's location in metropolitan Boston and the nearness of prestigious academic and research facilities will continue to attract businesses. With over one-fourth of Cambridgeport's former industrial land now lying unused, the community welcomes reinvestment, but it wants to ensure that the kind and quality of redevelopment will make the neighborhood a better place to live and work.

Because of the likelihood of redevelopment, the Cambridge Community Development Department began a comprehensive planning study of Cambridgeport in 1979 to



**Boston Metropolitan Area**





evaluate the potential for growth, analyze development options that could benefit the area, and draw up a plan to guide future growth. Three years of research, meetings with neighborhood groups, and discussions of needs and goals have led to the Cambridgeport Revitalization Plan, presented in this publication.

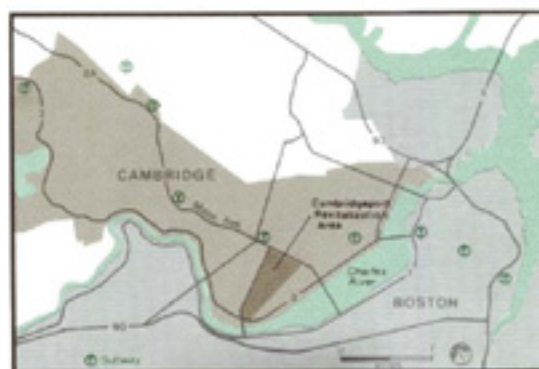
The goals of the plan are to:

- *promote the physical, social, and economic diversity of the neighborhood*
- *upgrade the physical and visual environment*
- *encourage balanced development.*

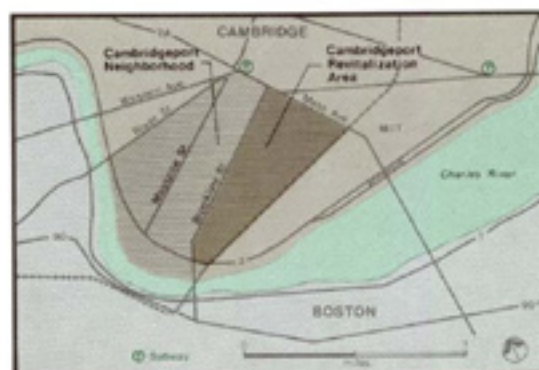
To achieve these goals, the City will make every effort to insure that redevelopment in Cambridgeport will bring new housing, expanded job opportunities, a broadened tax base, additional open space, improved transportation, and other benefits to the entire community.

The Cambridgeport Revitalization Plan presents recommendations to let developers know the kind of development that the City wants in the revitalization area. The plan presents specific development objectives, then suggests an urban design plan that illustrates a scheme for coordinated development. Finally, the plan reviews state and federal programs that can assist in funding development and proposes zoning changes

to guide development that will meet the City's objectives. By publishing the plan, the City of Cambridge is encouraging and guiding growth that will benefit Cambridgeport and Cambridge together.



City of Cambridge



Cambridgeport

The revitalization area covers about 100 acres, one-third of the Cambridgeport neighborhood. It is bounded by Massachusetts Avenue on the north, the railroad corridor on the east, Memorial Drive on the south, and Brookline Street on the west.





## Community Concerns

Many residents, landowners, and members of the business community contributed to the Cambridge Community Development Department's three-year planning study. The Community Development Department held a series of public meetings to discuss the community's needs and desires and to present background information on housing, economic development, traffic, and parks and open space. In addition, Community Development Department staff met frequently with residents, business leaders, Massachusetts Institute of Technology (MIT) representatives, and organized community groups.

While most participants agreed on the desirability of change and on the inadequacy of existing zoning, there was little consensus about the amount and kind of development that would be appropriate. Opinions differed on the relative importance of housing, jobs, recreational facilities, and return on investment. Although it is impossible to list all concerns and every point of view, the following discussion sums up the range of opinions that were expressed.

### Residents

The people who live in the Cambridgeport neighborhood are a diverse group, socially and economically. The area has long been perceived as a blue-collar, working-class neighborhood, but a 1980 survey\* found that over half of the employed residents hold professional jobs, while only 10% have industrial jobs. Other survey results indicated that more than half of Cambridgeport's adult residents have lived there for less than six years, while 39% have lived in the neighborhood for more than ten years.

The residents' concerns about redevelopment are as varied as their backgrounds. As neighbors of the revitalization area, they are aware of the need for development. Some are most concerned about the additional traffic that new activities may bring to nearby residential streets. Others advocate residential construction, but differ on

whether the housing should be market-rate or subsidized. Many residents welcome the promise of new employment opportunities, but want to ensure that some of those jobs will go to Cambridgeport residents. All have a strong incentive to participate in the planning process because their lives will almost certainly be affected by any major development in their neighborhood.



*Rehabilitation of houses reflects residents' desires to improve their neighborhood.*

\* Cambridge Community Development Department, Cambridgeport Industrial District Study, (1981), Chapter 10.



### Business

The business community in the revitalization area has a different but equally diverse set of concerns about redevelopment. Many companies have been conducting business there for years and have a substantial financial investment in the community. About 20% of the companies own the property they occupy. The rest lease space from MIT, Stimpson Properties, and a few smaller landowners.

According to a 1980 survey of business attitudes,\* local businesses consider Cambridgeport a desirable location and most want to remain there. They support redevelopment to make the area safer and more attractive for customers and employees, but they also worry that redevelopment will mean a loss of inexpensive rentals and question whether they could afford rents in new buildings.

### Landowners

The Massachusetts Institute of Technology owns about fifty acres in the revitalization area. Some of its buildings there are used for academic research, but most of the property is leased to private companies, is used for parking, or is currently vacant. MIT is working to develop its underutilized land in the area. The presence of MIT as both an owner and neighbor will certainly influence the kind of companies attracted to the area.

Most of the other landowners in the revitalization area support redevelopment, but do not anticipate major changes on their own property. Some worry that increased land values will inflate their property tax bills or that land will not be available for future expansion. Others welcome the physical improvements that redevelopment will bring to the area.

### City of Cambridge

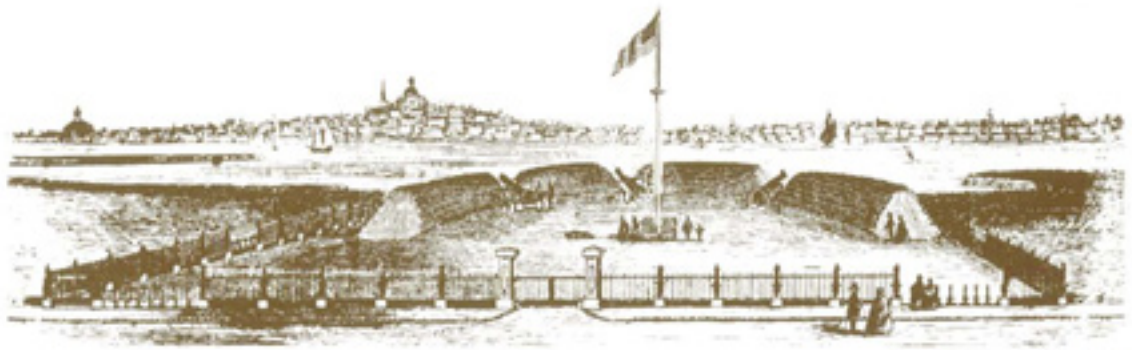
The City's role, as reflected in the actions of the City Council and public agencies, is to see that both community and city-wide needs are met. In drawing up this plan, the City has attempted to be sensitive to the many concerns that were voiced by residents, businesses, and landowners. The plan channels these important community concerns into proposals for change in the revitalization area.



*The Massachusetts Institute of Technology was founded in 1860 and moved to Cambridge in 1916. Shown here are the playing fields, Student Center, and Kresge Auditorium in the foreground with the main entrance on Massachusetts Avenue and the Center for Earth Sciences to the rear.*

\* Cambridge Community Development Department, Cambridgeport Industrial District Study, (1981), Chapter 3.





Fort Washington, c. 1860

## History

The Cambridgeport revitalization area has evolved from a scattering of farms and homes in the Revolutionary period, through the industrialization of the nineteenth century, to the mix of industries and growing research and development companies of today.

Settlement was sparse in the revitalization area before 1850. Most of the land was low and marshy except for a peninsula of high land that stretched down towards what is now Fort Washington. In 1775 George Washington constructed a three-gun battery at Fort Washington to guard against British naval raids. This is the only remaining fortification from the Siege of Boston that retains its original earthworks.

In the mid-nineteenth century, the Grand Junction Railroad constructed a rail line through Cambridgeport and the swampy areas were gradually filled. Over the next

hundred years, many manufacturing companies, attracted by the availability of inexpensive land and ready access to the railroad, chose to locate in Cambridgeport.

By the mid-twentieth century, though, the area had slipped into an economic decline common to many urban industrial areas. As the railroads declined and trucking grew to be the primary means of freight transport, Cambridgeport lost one of its advantages as an industrial location.

In the 1950's, the interstate highway system was built, opening up rural land for development. An "inner belt" highway was proposed to connect interstates from the north and south of Boston. The highway would have cut through Cambridge, dividing Cambridgeport in half and taking land along Brookline Street. Groups throughout Cambridge were united against the highway and the proposal was eventually dropped.

About the same time, modern industries found that the old, multi-story warehouses typical of Cambridgeport were inefficient. Companies moved to areas where land was cheaper and more plentiful to build low-rise structures and large parking lots. In Cambridgeport, the most notable example was the Simplex Wire and Cable Company, which moved to Maine in 1969, leaving about twenty-five acres of land and buildings that were subsequently purchased by MIT.



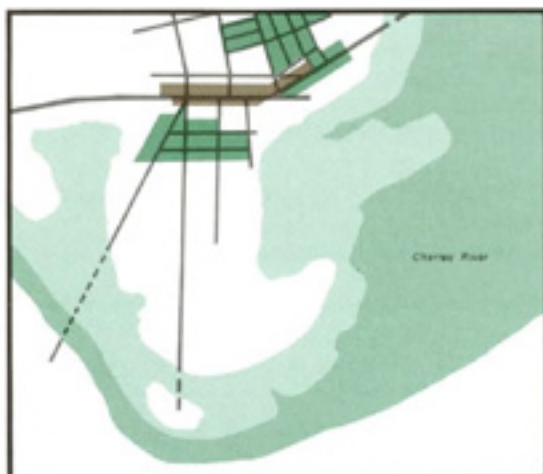
The construction of the Grand Junction rail line encouraged development in the industrial area.



The Simplex Wire and Cable Company moved to Cambridgeport in 1888. This building dates from 1922 (Cambridge Historical Commission).



The Ford Motor Company built this factory in 1913 to assemble, store, and service Model T Fords (Henry Ford Museum, The Edison Institute).



Cambridgeport, c. 1815



Cambridgeport, c. 1865

#### Evolution of Cambridgeport

##### Map Legend

- Residential
- Commercial/Industrial
- Institutional
- Marsh

These maps show changing land uses in Cambridgeport over the last two centuries. The period of greatest population and industrial growth was in the last half of the nineteenth century. During this time, factories were built on filled swamp land next to the rapidly growing residential area. The maps are based on the Cambridge Historical Commission's Survey of Architectural History in Cambridge.



Cambridgeport, c. 1916



Cambridgeport, c. 1966



## Prospects for Change

Over the last twenty years, as traditional manufacturing firms have left the Cambridgeport revitalization area, small new companies have moved in, setting up research and development facilities in the vacated industrial buildings. Many of the



businesses grew out of research being conducted at MIT. One of the first of these companies was Manlabs on Erie Street, which began in the 1950's and today designs prototype instruments for technical and scientific applications.

This pattern of reinvestment remains strong as high technology companies move into renovated industrial buildings in the Cambridgeport revitalization area. American Science and Engineering, a scientific research and manufacturing company, recently renovated the former St. Johnsbury Trucking terminal next to historic Fort Washington. Two industrial buildings on Albany Street have been renovated for use by Kurzweil Computer Products, which manufactures reading machines for the blind, and Cambridge Research Laboratory, a medical technology research company. Renovated buildings on Sidney and Emily Streets have been leased to Kloss Video Corporation, which manufactures large-screen projection television sets.

These companies have brought a new look and vitality to the area, providing jobs for over 500 people. Growth is beginning in the residential sector as well with the construction of townhouses at the corner of Putnam Avenue and Sidney Street.

The biggest changes are still in the future. MIT is actively planning to develop twenty-seven acres of land it owns between Massachusetts Avenue and Pacific Street. Preliminary plans were outlined in a request for proposals that was mailed to developers in March, 1982. The plans suggested construction of a hotel, offices, research and development facilities, and housing.

Development momentum is growing in the Cambridgeport revitalization area, underscoring the need for a plan to ensure that growth reflects the community's goals for the area. The Cambridgeport Revitalization Plan presents development objectives and an urban design plan to guide development, so all members of the community can benefit from the anticipated changes in the area.



*These former industrial buildings have been renovated for use by research and development firms.*



*Townhouses on Putnam Avenue (Joan Levy).*





### Land Use

#### Map Legend

- Industrial
- Parking/Vacant
- Residential
- Commercial
- Institutional
- Parks

Current land uses are indicated on this map, which clearly shows the juxtaposition of industrial and residential uses and the large amount of undeveloped land. Industrial uses include both manufacturing facilities and warehouses.

# Revitalization Objectives

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■ *The Cambridgeport revitalization area is one of the few parts of Cambridge with acres of vacant land. The opportunity for extensive redevelopment means that decisions on how the land should be used and the public benefits that should accompany development take on added importance.*

Over the last three years, members of the Cambridgeport community and representatives of the City have met to discuss how development can meet their goals. From those discussions and research on the Cambridgeport community, the City has established development objectives for housing, business development, parks and open space, and transportation in the revitalization area.

## Housing

Although the revitalization area constitutes more than a third of the land in Cambridgeport, only 10% of the neighborhood population (about 800 persons) live within its boundaries, mostly near Brookline Street. Because the effects of development are felt throughout the community, this discussion of housing conditions and needs covers the entire Cambridgeport neighborhood.

### Housing Characteristics

There are 4100 dwelling units housing 8670 persons in Cambridgeport; 20% of those units are owner-occupied.\* The types of homes are varied, including single family homes, row houses, three deckers, and brick apartment buildings. About 80% of the structures are one-, two-, and three-family dwellings.

Cambridgeport has 630 units of subsidized housing, which are 15% of all dwelling units in the neighborhood (the city-wide average is 11%).\*\* It ranks second among Cambridge's neighborhoods in the number of subsidized units. Two-thirds of those units are for elderly tenants. Over 80% of all subsidized units are in three apartment buildings constructed since 1970 – 808 Memorial Drive, Frank Manning, and Lyndon B. Johnson. None of the subsidized housing is in the revitalization area itself.



Most homes in Cambridgeport were built before 1920.



\* U.S. Department of Commerce, Bureau of the Census, *Census of Population and Housing, 1980*.

\*\* Cambridge Community Development Department, *Cambridgeport Industrial District Study*, (1981), Chapter 9.





### Housing Issues

The demand for housing is high throughout the City of Cambridge. Opportunities for housing construction are severely limited by the scarcity and high price of land. Students from schools all over the Boston area live in Cambridge, adding to the demand for moderately priced housing. Projected construction and rehabilitation of commercial, office, and industrial buildings will draw more people to Cambridge, increasing the demand for housing in Cambridgeport and surrounding neighborhoods.

Housing in the Cambridgeport revitalization area already faces problems arising from the juxtaposition of residential and industrial uses. Persons living next to industrial areas are often subject to truck traffic, machinery noises, and other characteristics of industry that are incompatible with residential neighborhoods.

### Housing Objectives

The Cambridgeport Revitalization Plan supports housing construction and rehabilitation to help satisfy the demand for housing in Cambridge. The location of both residential and business development can be planned to reduce land use conflicts in the Cambridgeport revitalization area. The following objectives support housing that encourages the continued diversity of the neighborhood while remaining compatible with the residential and business community that is now in Cambridgeport.

- New housing should be available for households of all income levels to reflect the neighborhood's diverse population.
- Housing for low- and moderate-income households should be mixed with market-priced housing wherever possible.
- Rehabilitation of existing homes and reuse of suitably located vacant industrial buildings for housing should be encouraged.
- New construction should provide housing units in a range of sizes to accommodate both small and large households.
- Apartments suitable for the elderly should be included in large-scale housing developments.
- Housing for both renters and homeowners is desirable.

- The density of new housing should be similar to that of the adjacent residential neighborhood. Near Massachusetts Avenue, a greater density of development would be appropriate.
- The location and design of new housing should reinforce the existing residential area and reduce the problem of incompatible uses.



The proximity of housing and industry can cause problems for both residents and businesses.



## Business Development

### Industry and Commerce

Over 100 business establishments make up the industrial and commercial community in the Cambridgeport revitalization area. The manufacturing companies in the area make a variety of products ranging from dentures, candy, and shoes to film, projection television tubes, and reading machines for the blind. Commercial businesses extend along Massachusetts Avenue and Brookline Street, with a small neighborhood retail center at the corner of Brookline Street and Putnam Avenue. Retail and service businesses include furniture, jewelry, automobile parts and repair shops, and restaurants.

Many of the research and development firms in the revitalization area were started by persons with ties to MIT, Harvard, or other Boston area universities. While these companies specialize in research and product development, several also have manufacturing facilities that provide both professional and industrial jobs.

### Employment

Companies in the Cambridgeport revitalization area now provide about 4000 jobs, representing 5% of all Cambridge jobs. About 57% of the positions are in manufacturing and 25% are in service industries; city-wide, the proportions are almost reversed, with 23% in manufacturing and 53% in service.\*

To compile an employment profile of Cambridgeport residents, the Cambridge Office of Manpower Affairs surveyed 1281 neighborhood residents by telephone in 1980.\*\* The results show a well-educated population; over 80% have graduated from high school and over 45% have completed at least four years of college. Fifty-eight per cent of Cambridgeport residents 16 years old and over are in the work force; 7% of those persons were unemployed at the time

\* Cambridge Community Development Department, Cambridge Directory of Establishments, (1980).

\*\* Cambridge Community Development Department, Cambridgeport Industrial District Study, (1981), Chapter 10.



Stefani House of Pizza, a family-run restaurant, is typical of small businesses in Cambridgeport.



An employee at Kurzweil Computer Products instructs a client in the use of a reading machine for the blind.



Upholstery Modes, a furniture manufacturing company, renovated its turn of the century industrial building in 1982.

of the survey. Of those who are working, more than 50% hold professional jobs, 18% are in clerical or sales positions, 11% are in service jobs, and 10% hold industrial jobs (processing, machine trades, benchwork, and structural work). The survey can be an important tool for attracting new businesses to Cambridgeport because it documents the presence of a well-educated labor supply with a wide range of job skills.

City-wide planning for economic development is most concerned with expanding the property tax base and providing jobs for Cambridge residents. In 1980, the City Council adopted an employment plan for the Alewife revitalization area. The plan promotes the hiring of Cambridge residents by enlisting the aid of private industry. New companies are encouraged to give priority to Cambridge residents in filling job openings. A similar employment strategy is being used in other development areas of the City and should be extended to the Cambridgeport revitalization area as well.

#### **Business Development Objectives**

The Cambridgeport Revitalization Plan supports business development by encouraging new firms to move to the revitalization area and established firms to strengthen their investment in the area. The following objectives encourage desirable business development.

- *Businesses now in the Cambridgeport revitalization area should be encouraged to remain.*
- *Both commercial and industrial companies should be recruited to provide a healthy economic base.*
- *Special emphasis should be placed on attracting businesses that provide Cambridge residents with employment opportunities encompassing a broad range of skill and educational levels.*
- *Inexpensive office and manufacturing space should be available for companies just getting started.*
- *Manufacturing uses should be located away from residential areas or should provide appropriate buffers to avoid problems arising from incompatible land uses.*
- *The scale of development should be compatible with nearby structures. In particular, tall buildings and high-density development should be located away from existing residential areas.*



*Many kinds of jobs are provided by businesses in the revitalization area.*



## Parks and Open Space

Much of the revitalization area appears bleak; industrial buildings are interspersed with vacant lots covered with weeds and debris. The streets are lined with dilapidated lighting fixtures and utility poles, while overhead there is a canopy of criss-crossing wires. In contrast, the nearby residential area has many tree-lined streets with well-maintained homes and gardens.

### Existing Parks

The Cambridgeport neighborhood has eight small parks and playgrounds in addition to Magazine Beach, a seventeen-acre recreation site on the bank of the Charles River. Two of the parks – Fort Washington on Waverly Street and Fulmore Playground (Peters Park) on Sidney Street – are located within the revitalization area.

Fort Washington is a one-acre historic landmark with remnants of Revolutionary period earthworks and a gun battery. Under the direction of the Cambridge Historical Commission, the wrought-iron fence and gate dating from 1860 have been reproduced and the park was landscaped. The park has not been used much in recent years because of its isolated location in the industrial area. However, with the departure of the St. Johnsbury Trucking Company and the arrival of new businesses in the area, use of



the park has grown. Peters Park, in the residential section of the revitalization area, is frequently used and features a playground and basketball court.

Near the southern end of Brookline Street is Hastings Square, a park with benches and tall shade trees, ringed by large Victorian homes. The park is used mostly by nearby residents. The other parks and playgrounds – Old Morse Playground, Lindstrom Field, Lopez Street Playground, Dana Park, and Alberico Playground – are located throughout the western part of Cambridgeport. They provide facilities for children and teenagers, including tot lots, tennis and basketball courts, sprinklers, and a baseball field.

### Recreational Needs

Cambridgeport has more recreational facilities than many of the City's neighborhoods, although the amount of land devoted to parks still does not meet nationally recommended standards. City-wide, the most clearly defined recreational need is for a two- to five-acre park with playing fields and



*Historic Fort Washington is the largest park in the revitalization area.*





facilities for organized sports. The Cambridgeport revitalization area is one of the few places left in Cambridge where such a large tract of underutilized land is available.

### Parks and Open Space Objectives

Improvements in open space and recreational facilities are needed in the Cambridgeport revitalization area to make the physical environment more attractive for the benefit of Cambridgeport residents and employees.

- *The appearance of public ways should be improved by planting trees, repairing or replacing lighting fixtures, and, where possible, relocating utility wires underground.*
- *Developers should include landscaping and open space areas on their project sites.*
- *New buildings should be carefully sited and landscaped to avoid the problem of conflicting land uses.*
- *Existing parks should be upgraded on a regular basis with landscaping and new equipment.*
- *An on-grade pedestrian crossing of the railroad tracks should be constructed to link the Cambridgeport revitalization area with recreational facilities along the Charles River.*
- *Land should be acquired for a large park with recreational facilities to serve Cambridge residents.*



### Park Locations

*Most of the parks serving the revitalization area are located within a few blocks of Memorial Drive. New recreational facilities are needed closer to Massachusetts Avenue.*



*Hastings Square is used by residents of all ages.*



*Peters Park is a popular playground for children.*



## Transportation

The roadway system in the Cambridgeport revitalization area is typical of older industrial areas. The streets and sidewalks are in poor condition; in some blocks there are no sidewalks separating buildings and streets.

Railroad tracks owned by Conrail run along the eastern edge of the area, but no more than one freight train passes each day. However, the line is essential, providing the only connection in the Boston metropolitan area for freight traffic from the Boston and Maine rail system in the north with the Conrail system to the south. Railroad sidings, mostly abandoned and overgrown with weeds, link industrial buildings with the main Conrail tracks.

### Existing Traffic

Motor vehicle access to and from the revitalization area is adequate now, but heavier traffic in the future could create problems. The area is bounded on the north by Massachusetts Avenue, which is heavily travelled by commuters, shoppers, and delivery trucks. To the east are the Conrail tracks. On the south are Memorial Drive and the Boston University Bridge. To the west is the residential neighborhood with narrow streets that are only suitable for local traffic.

Traffic counts taken in 1980 and 1981<sup>\*</sup> indicate that the streets within the revitalization area handle traffic reasonably well, with some congestion at intersections on the periphery during commuting hours. However, the width and pattern of streets limit the amount of additional traffic that can be absorbed.

The type of traffic in the area is varied: trucks and cars with business there, vehicles seeking shortcuts through Cambridge, tow trucks, and automobiles belonging to local residents. Since trucks are not allowed on most of Memorial Drive, they must travel through part of the residential neighborhood to reach the industrial area from major highways. In addition, fairly heavy traffic is generated by two towing companies.

Public transportation serves the area with bus routes along Brookline Street on the western edge and Massachusetts Avenue on the north. The upper portion of the area is within walking distance of the Central Square subway station.

<sup>\*</sup> Cambridge Community Development Department, Cambridgeport Industrial District Study, (1981), Chapter 8.



*Truck traffic on residential streets is a problem in the neighborhood.*



*An average of 100 cars are towed daily to Cambridgeport.*

### Traffic from New Development

New development in the Cambridgeport revitalization area, along with projects under construction in Kendall Square and East Cambridge, will increase traffic levels throughout the eastern half of Cambridge, placing an added strain on the Cambridgeport roadway system. Long-range traffic plans should be guided by the type of development expected. For example, offices and retail stores generate more traffic than residential and industrial uses. The expected mix of vehicles also depends on the uses: wholesale and warehouse businesses are served by delivery vans or trucks, while other uses generate mostly automobile traffic.

### Transportation Objectives

Transportation improvements are needed to encourage new development in the revitalization area and to handle the traffic that development will bring.

- Roadways should be repaved or reconstructed where needed throughout the area.
- Motor vehicle access to the area should be improved.
- The capacity of the revitalization area to handle traffic should be increased relative to the traffic expected from new development projects. Widening streets, changing traffic signals, and improving intersections will be necessary. The construction of new highways is neither desirable nor financially possible.
- Traffic patterns should be altered to discourage through traffic and the use of residential streets by commuter and truck traffic.
- Additional public transportation through the revitalization area should be provided to alleviate traffic increases from new development. Future use of the railroad corridor for public transportation should be considered.
- Walking and bicycling should be encouraged throughout the area. Access should be improved by repairing and constructing sidewalks and by building an on-grade pedestrian and bicycle path across the railroad tracks.



### Roadway Pattern

Vehicular travel to and from the development area should be distributed among Brookline, Sidney, Landsdowne, and Albany Streets, with business traffic routed away from residential areas.



Many of the streets and sidewalks are in disrepair.



# The Urban Design Plan



*The urban design plan is the heart of the Cambridgeport Revitalization Plan. It illustrates development that meets the revitalization objectives for housing, business development, parks, and transportation. The urban design plan details how redevelopment will benefit Cambridge, as well as the Cambridgeport community.*

The plan is based on design principles that support the revitalization goals for Cambridgeport; these principles include coordinated design and adaptive reuse of available buildings. The proposed location and mix of new development are essential for orderly growth in the revitalization area.

## Design Principles

The urban design plan illustrates a coordinated design for a range of land uses, building densities, and scales of development on sites throughout the 100-acre revitalization area. In addition to proposing appropriate development for individual sites, the plan shows the visual coherence that can be achieved by a system of plazas, parks, and landscaped streets and parking areas.

Relating the design and physical features of buildings (height, density, bulk, building materials, site orientation, ease of access, and parking) to those of nearby structures is an important part of the urban design plan. Developers and architects should consider how their designs contribute to the neighborhood. For example, the height and bulk of new buildings should not overshadow surrounding properties, and the total amount of new development should not appear to overwhelm nearby residential areas.

Renovation of old buildings strengthens the historic character of Cambridgeport. Many industrial and commercial buildings in the

revitalization area are architecturally and historically interesting. Three landmarks are the Ford Assembly Plant (now used by Polaroid), the Kennedy Building (Cambridge Furniture), and the New England Confectionery Company building (the home of Necco Wafers). Several structurally sound, nineteenth and early twentieth century buildings line Landsdowne and Albany Streets. The possibility of renovating those and similar buildings in the area should be explored.

## Potential Development Sites

Most of the development proposed by the urban design plan is for sites which are now vacant or used for parking; in a few cases, new development is shown on properties where current uses are likely to change.\* On sites with existing buildings, the architectural and historical quality of the buildings and their structural condition are considered. Prior to the development of sites now used for parking, arrangements for replacement parking may be necessary.

Revitalization will be phased over a long period – perhaps ten or twenty years. Some sites will undoubtedly attract developers' interest sooner than others. Whatever sequence the development process follows, the design principles embodied in the Cambridgeport urban design plan will ensure an overall order to the appearance and character of the area as it changes.

\* See Appendix for more information about development sites, ownership, and businesses.



#### Potential Development Sites

Of the 100 acres in the study area, about one-fourth have immediate development potential. These sites are mostly over an acre in size. Other factors that contribute to development potential are the site's availability for development, ownership, location, transportation access, and adjacent land uses.





## Urban Design Plan

The urban design plan illustrates development designed to meet the objectives presented in the previous chapter.

### Housing

Low-density housing at the same scale as the surrounding neighborhood is appropriate along the upper section of Brookline Street between Franklin and Pacific Streets and further down Brookline Street at Henry Street. Medium-density housing is shown on the west side of Sidney Street between Green and Franklin Streets. Housing could also be part of an eventual rehabilitation of the Ford Assembly Plant building.

### Business Development

A range of business activities is illustrated throughout the revitalization area. Retail stores, a hotel, offices, and housing are shown near Massachusetts Avenue. Between Franklin and Pacific Streets, the urban design plan shows research and development facilities. A lower scale of development from Pacific Street to Putnam Avenue features light industry and limited office use. The renovation scheme for the Ford Assembly Plant building provides both offices and housing.

### Parks and Open Space

A park is illustrated in the upper part of the revitalization area, where there is a greater need for recreational facilities than in areas closer to the Charles River and Magazine Beach. The park can also act as a buffer between the residential area and commercial and industrial uses. Street trees and properly landscaped and screened parking lots can serve the same purpose while making the neighborhood more attractive.

### Transportation

The plan will require a traffic circulation pattern to serve the needs of new development without encouraging traffic through the neighborhood. By widening some streets and adapting the pattern of one-way streets and traffic signals, the traffic-handling capacity of the revitalization area can be increased. Street extensions are suggested to improve the flow of expected traffic: Pacific Street across the railroad tracks to Vassar Street, and Waverly and Sidney Streets through the Ford Assembly Plant parking lot to Brookline Street.







## Development Areas

This drawing shows the Cambridgeport revitalization area divided horizontally into five sections to allow detailed examination of areas with common design and development concerns.



**Area 1**

### Gateway to the Revitalization Area

The intersection of Sidney Street and Massachusetts Avenue shown in the photograph becomes the gateway to the revitalization area in the urban design plan. Suggested development in this area, between Massachusetts Avenue and Franklin Street, includes retail, commercial, and residential uses.



**Area 2**

### Simplex Area

This view of the former Simplex Wire and Cable Company site shows vacant land that is available for development. In this area, the scale and density of development proposed by the urban design plan increases gradually from townhouses on Brookline Street to medium-scale research and development facilities along Sidney Street, up to ten-story buildings on Landsdowne Street.



**Area 3**

### Mid-Cambridgeport Area

Pat's Tow Service on Pacific Street is familiar to many residents of Cambridge. The plan shows a low-scale building suitable for light manufacturing on this site. This area, between Pacific and Erie Streets, already includes a variety of industrial and service companies. The park shown between Sidney and Brookline Streets separates the residential and industrial areas.



**Area 4**

### Fort Washington Area

The sites north and south of Fort Washington are available for development. This area, between Erie Street and Putnam Avenue, now includes a mix of residential and business uses. West of Sidney Street are mostly two- and three-family dwellings, while light manufacturing companies occupy the land towards the railroad tracks. New business development on sites adjacent to historic Fort Washington should contribute architecturally to the historic setting.



**Area 5**

### Cambridgeport Riverfront

This view of the Ford Assembly Plant building shows its large parking lot and windowless rear wall. Redevelopment of this site next to Memorial Drive and the Charles River can mitigate some of the conflicts that stem from the closeness of industrial buildings to homes in the vicinity. The streets and traffic patterns are modified in the urban design plan to handle the increased volume of traffic associated with new development in the revitalization area.



Area 1

Area 2

Area 3

Area 4

Area 5







## Area 1 Gateway to the Revitalization Area

The urban design plan establishes this area as a gateway to Cambridgeport by encouraging appropriate development around the entrance at Lafayette Square on Massachusetts Avenue, improving access throughout the area, and planning suitable open space improvements.

The portion of Massachusetts Avenue bordering this area lies between Central Square on the west and the MIT campus on the east. It is a busy route, lined with small restaurants, bars, and automobile sales and service businesses in one- to six-story buildings. The traffic flow at Lafayette Square is particularly heavy, with vehicles feeding into the intersection from Massachusetts Avenue, Main and Columbia Streets.

Lafayette Square is an appropriate location for a hotel with moderately priced rooms, catering to both general and MIT-related business. In the plan, the ground floor includes retail stores and restaurants to encourage both day and night activity and



*The potential for development in Area 1 is evident in this view of the blocks between Franklin Street and Massachusetts Avenue.*

pedestrian traffic. Medium-density housing in an eight- to ten-story structure is suggested on the site across Sidney Street from the hotel.

Rehabilitation should be encouraged where appropriate. Some examples of late nineteenth and early twentieth century architectural styles, such as the Kennedy Building, the fire station, and the New England Confectionery Company building, are worthy of preservation.



*This view down Sidney Street shows the need for an inviting entrance to the revitalization area.*



*The Revitalization Plan encourages renovation of older buildings along Massachusetts Avenue.*





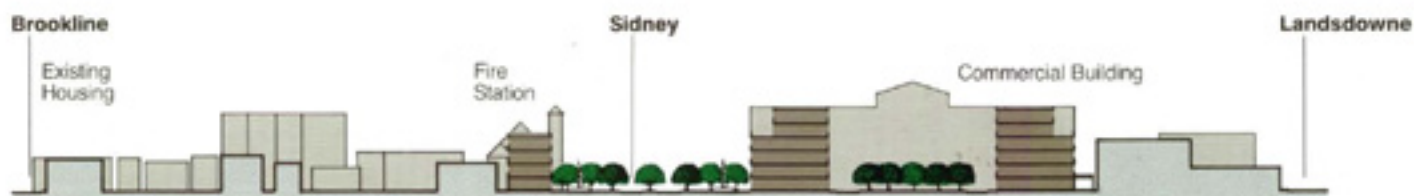
**Design Concept.** The plaza at Lafayette Square is a gateway connecting the revitalization area to Massachusetts Avenue. New housing and commercial development flank the landscaped plaza. A smaller park off Green Street serves as a courtyard for the commercial development, which includes a hotel and offices. Sidney Street is widened and lined with trees, continuing the gateway theme into the rest of the redevelopment area.

**Proposed Development Summary**

Land Area — 220,000 sq. ft.  
Total Floor Area — 560,000 sq. ft.  
Floor Area Ratio — 1.75 to 3.0



**Site Plan.** Most of the new buildings shown in Area 1, including the 250-room hotel, have commercial uses on the ground floor. Cafes, restaurants, and shops promote pedestrian activity on the plaza and sidewalks. A 500-car parking garage is reached from Green and Franklin Streets.



**Section.** Looking north towards Massachusetts Avenue.





## Area 2 Simplex Area

Area 2, between Franklin Street and Pacific Street, contains the most extensive sites of land that are vacant or available for development in the Cambridgeport revitalization area. The urban design plan shows development that increases in scale and density as it moves away from the residential area of Brookline Street. Low-density townhouses are shown along Brookline Street, while four- to six-story commercial and research and development buildings line Sidney Street, a block to the east. Between Sidney and Albany Streets, taller buildings – up to nine stories – are shown.

In the early phases of development, sites east of Landsdowne Street are used for parking lots to serve nearby development.



*In the early 1970's, many of the Simplex Wire and Cable Company's buildings were razed, leaving acres of vacant land.*



In a later phase, a parking garage could replace the lots, providing room for additional construction.

The factory and warehouse buildings between Landsdowne and Albany Streets date from the early twentieth century; many of these have been successfully rehabilitated for new uses. Renovation of the remaining buildings, if architecturally and financially feasible, is encouraged.

The transportation improvements suggested for Sidney Street in Area 1 continue in Area 2. Traffic would flow from Sidney Street along Pacific Street to Landsdowne and Albany Streets and possibly across the railroad tracks to Vassar Street on the proposed Pacific Street extension. The absence of cross streets in the block between Brookline and Sidney Streets will divert business traffic away from the residential area. Landscaping down the center of the block will further separate the residential and business uses.





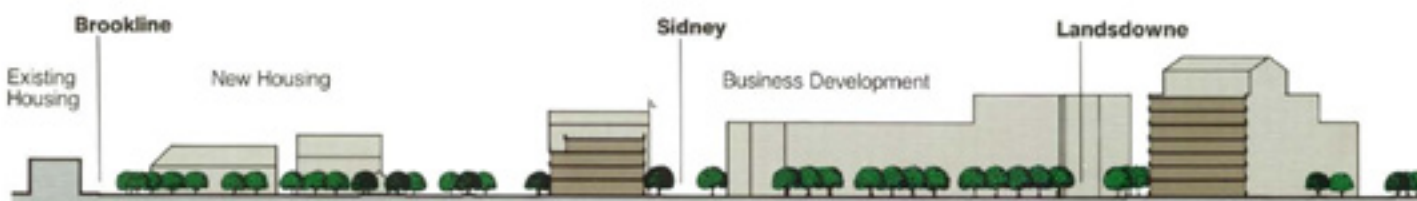
**Design Concept.** The low-scale townhouses along Brookline Street are a continuation of the adjacent residential area. The business area planned for the blocks east of Sidney Street includes medium-scale research and development buildings, with a higher scale of development permitted between Landsdowne and Albany Streets.

**Proposed Development Summary**

Land Area \_\_\_\_\_ 677,000 sq. ft.  
 Total Floor Area \_\_\_\_\_ 1,121,000 sq. ft.  
 Floor Area Ratio \_\_\_\_\_ .75 to 2.0



**Site Plan.** The 120 dwelling units shown in the plan are set back from Brookline Street to protect residents from traffic noise. Landscaped parking areas separate housing from business. A parking garage for 600 vehicles is on Landsdowne Street.



**Section.** Looking north towards Massachusetts Avenue.





### Area 3 Mid-Cambridgeport Area

Area 3, occupying a central location between Pacific and Erie Streets, includes light manufacturing and automobile services. The plan calls for further development of low-density, light manufacturing facilities.

The low height and scale of the buildings proposed in the urban design plan are suitable for manufacturing uses. The neighborhood-based Riverside/Cambridgeport Community Corporation has initiated discussions with MIT, the major landowner in Area 3, to consider options for marketing and developing some of its sites for industry.

Traffic to and from this area will use Pacific Street, which connects to Massachusetts Avenue via Sidney, Landsdowne, Albany, and Vassar Streets. The traffic pattern will limit access to the residential part of Cambridgeport and discourage trucks from using residential streets.



The block of land south of Pacific Street, between Brookline and Sidney Streets, is shown as a park, with a playing field, track, and playground. The park serves as a buffer between both existing and proposed housing, and industrial and commercial uses. About half the block is owned by MIT and is used as a parking lot for tow trucks and moving vans. Three other sites on the block are now in active use. All of the sites would have to be acquired to build the park as illustrated.



*Potential development sites in Area 3 are now used for parking lots and storage of vehicles.*



**Design Concept.** The low-scale light industry shown along Pacific Street is similar to businesses already in mid-Cambridgeport. A park is strategically located between industrial buildings and homes to ease the transition between those normally incompatible uses.

**Proposed Development Summary**

Land Area \_\_\_\_\_ 221,000 sq. ft.  
 Total Floor Area \_\_\_\_\_ 83,000 sq. ft.  
 Floor Area Ratio \_\_\_\_\_ .5



**Site Plan.** The park will serve both new and existing residential areas. East of the park are one- and two-story industrial buildings with on-site parking.





## Area 4 Fort Washington Area

Sites to the north and south of Fort Washington are vacant and hold the most promise for development in Area 4. The urban design plan suggests design and land use guidelines to protect the character and appearance of the historic site. The plan will supplement regulations for the Fort Washington Historic District that was created by the City Council in 1982. The Historic District regulations give the Cambridge Historical Commission the authority to control the appearance of new construction within one hundred feet of the park's perimeter on the north, south, and west and within fifty feet on the east.

The Historic District was designated to encourage development that "will create an appropriate urban setting for this former residential square, . . . develop a residential

user population for the park," and improve pedestrian access to the park. A further objective is "to retain an open field of fire (50' wide) toward the River and Boston, recalling the original military purpose of the fort."<sup>4</sup>

The urban design plan shows the park framed on the north and south with low-scale buildings designed to complement the park setting and the brick facade of the rehabilitated American Science and Engineering building to the west. Uses appropriate to the present character of the area are recommended, such as office or light industry. Pedestrian access between Fort Washington and the river will be improved by an on-grade crossing of the railroad tracks.

<sup>4</sup> Cambridge Historical Commission, *Final Report on the Proposed Fort Washington Historic District*, (1981).



Fort Washington is bordered by parking lots, the American Science and Engineering building, and railroad tracks.



Unused land in the railroad corridor could be used for transportation and open space improvements.



**Design Concept.** Structures of similar heights and building materials frame Fort Washington on the north and south. Parking areas are shown on the sides of the buildings away from the park.

**Proposed Development Summary**

Land Area \_\_\_\_\_ 98,000 sq. ft.  
 Total Floor Area \_\_\_\_\_ 38,000 sq. ft.  
 Floor Area Ratio \_\_\_\_\_ .5



**Site Plan.** Landscaping on Waverly Street and in parking lots complements the neighboring Fort Washington historic site. Improvements to the park include a walkway around its perimeter, the pedestrian crossing, and more trees.



**Section.** Through Fort Washington and adjacent areas, looking north.





## Area 5 Cambridgeport Riverfront

Area 5 includes lower Cambridgeport from Putnam Avenue to Memorial Drive. The urban design plan illustrates changes in the traffic pattern and suggests buffers to separate residential and industrial uses.

To improve access to the area, both Sidney and Waverly Streets are extended south to the parking lot of the Ford Assembly Plant building and over to Brookline Street. This pattern would divert traffic from the residential neighborhood and improve traffic flow in lower Cambridgeport. The land required for these improvements is privately owned; for the street connections to be made, the City must establish public rights-of-way.

Along Brookline, Henry, and Sidney Streets, the plan shows housing development designed to be compatible with the Cambridgeport residential area. Part of the site is shown as parking for adjacent industrial uses. Landscaping along the streets and parking areas helps separate the residential and industrial uses and provides a buffer from traffic.



A storage yard for building materials is at the corner of Sidney and Chestnut Streets.

The former Ford Assembly Plant, a dominant structure in the neighborhood, is located by the Charles River with panoramic views of the river, parks, and Boston. The plan suggests renovation of the building for a mix of office and residential use with parking on the lower one or two floors. Retail stores are not recommended because of the amount of traffic they would generate. The plan shows how, by expanding into the parking lot, the total floor area of the building can be increased without making the structure taller.



Renovation of the former Ford Assembly Plant should take advantage of its architectural features and riverfront location. Neighborhood residents now see the windowless back wall and parking lot of the building.





**Design Concept.** The Ford Assembly Plant building should be rehabilitated to signal the entrance to the revitalization area from the riverfront. Behind the building, new road connections to Sidney and Waverly Streets can improve traffic circulation throughout the area. Parking lots help to buffer the residential area west of Sidney Street from traffic and business uses.

**Proposed Development Summary**

Land Area \_\_\_\_\_ 400,000 sq. ft.  
Total Floor Area \_\_\_\_\_ 395,000 sq. ft.  
Floor Area Ratio \_\_\_\_\_ .5 to 1.5



**Site Plan.** About 100 units of new housing are shown at a scale compatible with neighboring residences. The townhouses are set back in an arc from Henry and Sidney Streets to provide room for yards and landscaping.



**Section.** Through Ford Assembly Plant and adjacent areas, looking west.



# A Proposal for Action

*The City will implement the urban design plan, both by working with the private sector to encourage reinvestment and by seeking public funds to support redevelopment projects that benefit the public. In addition, rezoning the Cambridgeport revitalization area will ensure that regulations for the land uses and physical dimensions of new development follow the guidelines of the urban design plan.*



The urban design plan increases the potential for redevelopment by showing graphically how the area should grow to realize the revitalization objectives for housing, jobs, open space, and transportation.

To promote the physical, social, and economic diversity of the neighborhood, the plan:

- identifies suitable locations for housing, business, and industry
- proposes a variety of business uses that will result in many different types of jobs.

To upgrade the physical and visual environment, the plan:

- requires landscaping and spatial buffers
- sets limits on the amount of development
- improves the traffic circulation pattern to protect residential areas from business traffic
- complements the scale of existing residential areas
- suggests new land uses in areas where they will be compatible with existing land uses.

To encourage balanced development, the plan:

- proposes a marketable balance of land uses
- allows development to proceed in phases while remaining in harmony with neighboring land uses
- reduces uncertainty about City goals for the area, thus improving the climate for financial decision-making.

## Public Initiatives for Revitalization

The City has demonstrated its commitment to Cambridgeport revitalization by sponsoring a number of activities in the neighborhood. These include a three-year long planning study, assisted by funding from the Economic Development Administration and the Department of Housing and Urban Development. In addition, the City has sponsored Community Development Block Grant programs for housing, a \$408,000 Fort Washington roadway improvement project funded by a state economic development program, and over \$5 million of industrial revenue bonds for area businesses. The City will continue to seek funds to realize the objectives of the urban design plan.

### Housing

Redevelopment in Cambridgeport provides opportunities for new and rehabilitated housing for a mixture of income groups, for rentals and home ownership, and for households of different sizes. The Revitalization Plan locates new housing adjacent to the residential neighborhood at a scale that will harmonize with nearby structures and in a quantity that can reinforce the residential character of the neighborhood without overwhelming it. The plan is concerned with building new housing and preserving the housing stock.

Rezoning will be necessary to support new residential activity as suggested by the urban design plan and to ensure that housing construction will be at a scale compatible with adjacent residential areas. As many as 200 to 300 housing units may be built over the next ten or twenty years.





The City will work with landowners and developers to encourage construction of housing to meet the needs of Cambridge residents of varying incomes, ages, and family sizes. Agreements will be sought from major landowners to provide low- and moderate-income units in housing developments. The City will also assist public, non-profit, or other developers in securing funds for housing units benefitting low- and moderate-income families. Funds might be used to write down land costs, lower interest rates for moderate-income buyers, or subsidize rents, depending on the availability and type of state and federal programs.

To preserve existing housing, the City will continue its Cambridgeport housing rehabilitation program, which is administered with the assistance of the Riverside/Cambridgeport Community Corporation (RCCC).

#### **Business Development**

New business development in the revitalization area will achieve the City's major economic goals by expanding the property tax base and by bringing jobs to Cambridge. The Revitalization Plan recognizes that a range of industrial and commercial businesses and job opportunities will benefit the Cambridgeport neighborhood by providing a

diversified economic base. An equally important part of the Revitalization Plan is a program to encourage existing businesses to remain.

To meet the business development objectives, the City will explore the use of locally-administered government funds to assist developers. Before entering into a joint venture, the City will evaluate the public benefits to be gained, especially jobs, taxes, and environmental improvements. Some funds, such as a federal Urban Development Action Grant (UDAG) or a state Community Development Action Grant (CDAG), are available only when they are matched by substantially larger private investments, following the concept of "leveraging."

The City will continue to assist businesses through use of industrial revenue bonds administered by the Massachusetts Industrial Finance Agency (MIFA). Low-interest loans stimulate business expansion to create more jobs and increase private investment. Companies in the revitalization area that have benefitted from MIFA financing include Kloss Video, Cambridge Research Laboratory, and Kurzweil Computer Products. MIFA funds new construction, building rehabilitation, and equipment purchases.

Rehabilitation of older buildings will be assisted by the Economic Recovery Tax Act, which took effect in January, 1982. The Act provides a new accelerated cost recovery program and substantial federal tax credits (up to 25%) for individuals or companies undertaking building rehabilitation. The credit is calculated as a percentage of rehabilitation expenses — 15% for buildings 30 years old, 20% for buildings 40 years old, and 25% for certified historic structures. Residential properties are eligible only in the latter category.

Some buildings in Cambridgeport, such as the Kennedy Building and the former Ford Assembly Plant, that are not now certified as historic structures have the potential for certification, and thus could be eligible for the maximum tax credit.

A city-wide employment strategy that promotes local hiring and encourages participation of private companies in training sessions for unskilled or semi-skilled Cambridge residents is now in place. The City





has established a placement office through the Eastern Middlesex Human Resource Development Authority (EMHRDA) to help companies find Cambridge workers. In addition, the City will support training programs for local job candidates to meet specific needs identified by employers.

### Parks and Open Space

Everyone who lives, works, or does business in the Cambridgeport revitalization area will benefit from the Revitalization Plan's suggested open space improvements: more attractive streets, more clearly defined residential and business areas, and a new recreational facility. The plan's proposals to plant trees, install new lighting fixtures, and relocate utility wires underground will improve the safety and visual quality of the public ways. Landscaping in private developments will enhance the area's image and will separate different land uses both visually and physically.

The City will pursue the opportunity to create a park in the Cambridgeport revitalization area. The location of the park in the urban design plan smoothes the transition between residential areas and active business uses. The City will continue to improve parks in the revitalization area with funds from the Community Development Block Grant program.

### Transportation

The Cambridgeport Revitalization Plan proposes a redesigned transportation system that will relieve traffic congestion in the redevelopment area while protecting adjacent residential areas from traffic impacts. The plan suggests street repairs, improved traffic patterns, and additional bus service to the area.

The activities shown in the urban design plan will require improvements to the Lafayette Square intersection and to Sidney Street between Massachusetts Avenue and Pacific Street. Modifications will be needed near the Ford Assembly Plant building at Memorial Drive to keep traffic on major roads and away from residential areas of Cambridgeport. The proposed extension of Pacific Street across the railroad tracks to Vassar Street will also ease traffic flow through the area.

The City will seek agreements with developers and landowners to share in building the roadway connections necessary to serve new development. When private development plans are final and agree with the goals of the Revitalization Plan, the City will assist the construction of transportation improvements, subject to funding availability.

## Zoning Guidelines

The Cambridgeport revitalization area should be rezoned to reflect the principles of the urban design plan in terms of uses, height and bulk allowances, landscaping, and open space. The zoning ordinance should also require public review of major projects in the revitalization area. The best methods for this review are Planned Unit Development (PUD) zoning or the special permit process administered by the Planning Board. Both of these processes require public hearings and possible design modifications before permission to build is granted. Thus, City residents may express concerns about proposals, and developers have a public forum in which problems may be resolved to allow projects to move ahead.

The following outline suggests rezoning proposals that further the goals of the Revitalization Plan. The revitalization area is divided into five sections corresponding to the five development areas of the urban design plan. For each area, a brief description of proposed regulations regarding use, height, and density is given.\* Base zoning categories establish dimensional and use regulations. "Overlays" modify the base zoning to achieve specific features of the urban design plan. Special permits are required for large projects to insure public review and adherence to the goals of the urban design plan.

### Area 1

#### Gateway to the Revitalization Area

The urban design concept calls for commercial and residential development in this portion of the revitalization area. The plan shows the greatest heights and densities in



\* For a description of zoning terms and principles, see the Cambridge Community Development Department's *Zoning Primer*, (1981).



the two blocks south of Massachusetts Avenue. Rezoning should establish a floor area ratio (FAR) of about 3.0 and maximum heights of 10 to 12 stories.

### **Area 2 Simplex Area**

The urban design plan shows low-scale residential development along Brookline Street, stepping up to higher density office and research and development uses in new and renovated structures in the rest of the area. Rezoning should allow as-of-right residential use along Brookline Street (.75 FAR, 3 or 4 stories), and office, research and development, or light industrial use elsewhere in the district (1.5 FAR, 7 or 8 stories). Zoning overlay districts should impose additional restrictions or bonuses to ensure gradation in the scale of development from as-of-right low density at Brookline Street, to somewhat higher densities in the middle (1.5-2.0 FAR, 7 or 8 stories), and to the most intensive development in the east (up to 2.5 FAR, 8 or 9 stories). Private developers who assist in roadway improvements at Lafayette Square and Memorial Drive might be permitted height and floor area bonuses above the as-of-right level.

### **Area 3 Mid-Cambridgeport Area**

The urban design plan encourages the expansion of existing low-scale industrial uses rather than development of only office and research activities. Rezoning should allow an FAR of 1.5 and heights of 5 or 6 stories. Limited office use should be allowed or it should be accessory to industry. Incentives should be provided to encourage existing industry to stay.

### **Area 4 Fort Washington Area**

The mixed-use nature of this area, with residences toward Brookline Street, and office and light industrial uses elsewhere, is continued in the urban design plan. New zoning should allow an FAR of 1.5 and heights of 7 or 8 stories, except for properties adjacent to residential districts, where the height limit should be lower.

### **Area 5 Cambridgeport Riverfront**

The urban design plan suggests new residential construction to protect and expand the existing residential neighborhood. The



### **Existing Zoning**

The existing industrial zoning in the shaded area allows most non-residential uses with no height limit and an FAR of 4.0. New zoning regulations should identify appropriate uses and reduce permitted heights and densities in each of the five development areas.

plan also shows mixed residential and office uses in the Ford Assembly Plant building, with a better roadway connection to Memorial Drive. Rezoning should create a low-scale residential zone along Henry and Sidney Streets (.75 FAR, 3 or 4 stories) and encourage the reuse of the Ford Assembly Plant building (2.0 FAR, 7 or 8 stories) with residential and office uses permitted. Roadway improvements could be tied to development allowances as suggested above for Area 2.

## **Conclusion**

With this plan, the revitalization of Cambridgeport has entered a new phase. The City, community, and private developers must continue working to ensure that the revitalization area grows as envisioned in this publication. Support by all members of the community for this program of action can turn the Cambridgeport Revitalization Plan into a reality.

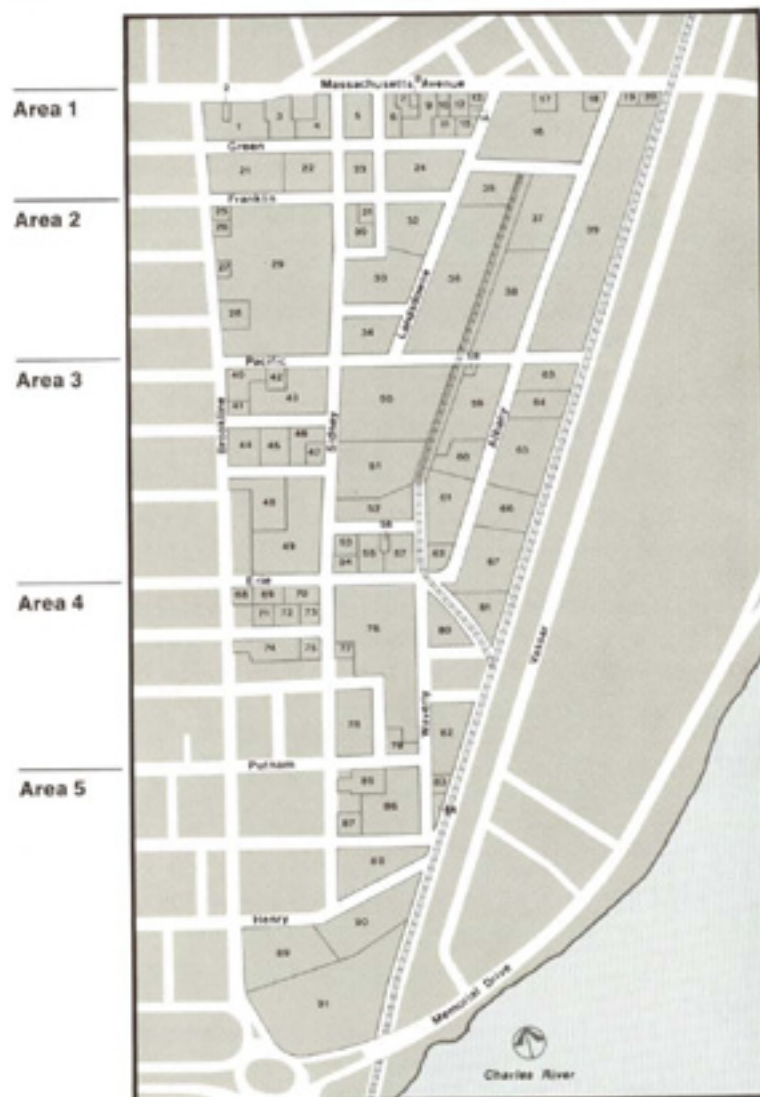


# Appendix

## Land Ownership\*

Parcel	Owner	Sq. Ft.	Parcel	Owner	Sq. Ft.
1	M.I.T.	55,656	50	M.I.T.	138,716
2	Morris Freedman	2,000	51	M.I.T.	92,259
3	Salvation Army	27,000	52	Stimpson Properties	39,296
4	M.I.T.	18,646	53	Rotterdam Realty Corp.	11,633
5	M.I.T.	27,897	54	Stimpson Properties	12,149
6	Hollisian Realty Corp.	12,924	55	American Science & Engineering	23,057
7	M.I.T.	7,874	56	Bernice Shapiro	5,292
8	Hollisian Realty Corp.	2,285	57	Philip A. Kulin (Manlabs)	21,208
9	Fran Realty Corp.	22,210	58	Cambridge Electric	1,029
10	Hollisian Realty Corp.	5,154	59	M.I.T.	82,525
11	Anselmo Franceschelli	8,429	60	Wetherall Bros. Co.	30,632
12	M.I.T.	10,682	61	M.I.T.	57,917
13	Richard Salinsky (Bay State Petroleum)	6,074	62	Milton J. Zabarsky (Cambridge Tire)	13,779
14	Salvatore Scimone	1,245	63	M.I.T.	21,501
15	Kenneth Richmond	8,205	64	Robert Suleski (Lynn Sign)	24,656
16	NECCO	131,664	65	M.I.T.	79,521
17	Demetrious Barberis (Jenny Mfg. Co.)	8,709	66	Louis S. Cole (Atlantic Paper Box)	32,350
18	Theresa Ciullo	5,990	67	West Side Realty (Cambridge Tire)	57,293
19	Atlantic Richfield Co.	8,260	68	Stimpson Properties	7,779
20	M.I.T.	10,893	69	Central Pipe & Supply	17,959
21	M.I.T.	77,991	70	Alowe Realty	14,542
22	M.I.T.	34,000	71	Myerson Tooth	10,485
23	M.I.T.	28,985	72	John M. Mannix	11,279
24	M.I.T.	65,619	73	Milton Steinmetz	11,274
25	Paul Freedman	2,931	74	Myerson Tooth	27,251
26	American Cleaning Co.	4,474	75	Milton Steinmetz	10,078
27	Mary Sorrentino	5,003	76	American Science & Engineering	189,030
28	Margaret J. Gale (Russell's Engine)	13,360	77	Peter D. Haines	6,509
29	M.I.T.	318,158	78	Vappi	54,019
30	M.I.T.	20,719	79	California Products	13,391
31	Lawrence Metal Forming	9,332	80	M.I.T.	30,422
32	M.I.T.	51,586	81	M.I.T.	23,466
33	M.I.T.	65,488	82	M.I.T.	50,787
34	M.I.T.	49,977	83	California Products	6,027
35	M.I.T.	29,897	84	Penn Central	2,116
36	M.I.T.	135,479	85	John Desmond (Cox Engineering)	27,675
37	M.I.T.	76,708	86	California Products	63,870
38	Stimpson Properties	104,440	87	Arthur Dimeo	8,250
39	M.I.T.	203,133	88	William S. Simpson	60,737
40	Abraham Katz (EMF Supply)	18,703	89	M.I.T.	79,919
41	Emline Realty Trust	5,000	90	Henry Blake Realty	58,139
42	David Goose (Cambridge Smelting)	10,008	91	M.I.T.	200,975
43	M.I.T.	59,198			
44	Emline Realty Trust (Banda)	23,812			
45	M.I.T.	26,157			
46	John Gross (Upholstery Modes)	27,018			
47	Stimpson Properties	8,566			
48	M.I.T.	43,527			
49	Stimpson Properties	114,786			

\* Compiled from Cambridge Assessors' records and updated to 1982. Residences and City-owned land are excluded.



**Land Ownership**



**Potential Development Sites**

The urban design plan illustrates development on these sites. They are described in more detail on the next two pages.





The map of potential development sites is on the previous page.

## Potential Development Sites

The urban design plan illustrates possible revitalization activity on the sites which are most likely to be developed. In the analysis which follows, all land and building areas are approximate.

### Area 1

#### Gateway to the Revitalization Area

This area covers two blocks between Massachusetts Avenue and Franklin Street. Present land uses include a mix of commercial, retail, and industrial establishments. The buildings are of mixed quality, and one to six stories high. Transportation access is good.

**Site A** *Kennedy Building*  
*Land Area: 29,600 sq. ft. (0.7 acres)*  
*Building Area: 42,500 sq. ft.*

The building is architecturally significant and worthy of preservation and renovation.

**Site B** *Budget Rent-A-Car and adjacent sites*  
*Land Area: 73,200 sq. ft. (1.7 acres)*

Land is generally underutilized with one-story buildings in poor condition. The frontage on Massachusetts Avenue is an asset for development.

**Site C** *Fenton Shoe block*  
*Land Area: 112,000 sq. ft. (2.6 acres)*

The Fenton Shoe building is used for shoe manufacturing and may have future redevelopment potential. The rest of the block, used for parking and warehousing, is large enough to be developed.

**Site D** *Blocks between Green and Franklin Streets*  
*Land Area: 94,600 sq. ft. (2.2 acres)*

These sites include several small buildings in poor condition and some parking lots.

### Area 2

#### Simplex Area

In the area between Franklin and Pacific Streets, sites having a strong development potential total about 700,000 square feet. Much of the land is vacant and available for immediate development.

**Site E** *Simplex block*  
*Land Area: 343,900 sq. ft. (7.9 acres)*

A one-story, 2.5 acre warehouse is the major building on the block. Three small parcels along Brookline Street are occupied for service or retail use.

**Site F** *Blocks between Sidney and Landsdowne Streets*  
*Land Area: 197,100 sq. ft. (4.5 acres)*

Most of the land is vacant, except for buildings along Landsdowne Street that are leased by several small business establishments.

**Site G** *Land between Landsdowne Street and the railroad siding*  
*Land Area: 165,400 sq. ft. (3.8 acres)*

The southern two-thirds of the block is identified as having immediate development potential. In this portion, several one-story structures are leased to small companies, but most of the land area is used for parking. The remainder of the block includes a vacant, four-story brick building dating from the early twentieth century. This structure should be preserved and renovated if possible.

**Area 3****Mid-Cambridgeport Area**

The area between Pacific and Erie Streets is used primarily for manufacturing. Structures include one- and two-story warehouses and four-story manufacturing buildings. Four sites have been identified as having development potential.

*Site H Block between Pacific and Tudor Streets*  
*Land Area: 92,900 sq. ft. (2.1 acres)*

The block includes a mixture of uses: retail, manufacturing, and parking. Structures along Brookline Street are in good condition.

*Site I Pat's Tow Service*  
*Land Area: 138,700 sq. ft. (3.2 acres)*

This site is leased for parking of towed vehicles.

*Site J Parking lot, corner of Albany and Pacific Streets*  
*Land Area: 79,700 sq. ft. (1.8 acres)*

*Site K Parking lot between Lynn Sign and Atlantic Paper Box Co.*  
*Land Area: 79,500 sq. ft. (1.8 acres)*

**Area 4****Fort Washington Area**

Between Erie Street and Putnam Avenue, the only sites which are vacant and available for development are adjacent to Fort Washington. The parcels are bordered on one side by the railroad tracks. Near the development sites, land is used for research and development and light manufacturing. The potential for development is limited because of the small size of the lots and the railroad spur cutting through the upper parcel.

*Site L North of Fort Washington*  
*Land Area: 53,900 sq. ft. (1.2 acres)*

*Site M South of Fort Washington*  
*Land Area: 44,100 sq. ft. (1.0 acre)*

**Area 5****Cambridgeport Riverfront**

Land use is divided in the area between Putnam Avenue and Memorial Drive. The blocks west of Sidney Street are residential; the other blocks are used for industry or warehousing. Three blocks have been identified as potential development sites.

*Site N Simpson block*  
*Land Area: 60,700 sq. ft. (1.4 acres)*

The site is currently used for warehousing.

*Site O Block south of Henry Street*  
*Land Area: 138,100 sq. ft. (3.2 acres)*

One portion of the block is leased for a Teen Center and the other used for manufacturing and parking.

*Site P Ford Assembly Plant building*  
*Land Area: 201,000 sq. ft. (4.6 acres)*  
*Building Area: 310,000 sq. ft.*

The Ford Assembly Plant building is historically significant and structurally sound. The site has good regional access via Memorial Drive and the Boston University Bridge. The building, a Cambridgeport landmark, has strong development potential for renovation.



## Business Establishments

### Area 1

#### Massachusetts Avenue to Franklin Street

Middle East Restaurant	4	Brookline St.
Central Bowling Alleys	6	Brookline St.
Brookline Alleys	6	Brookline St.
TT the Bear's Place	10	Brookline St.
Fenton Shoe Corp.	129	Franklin St.
New England Food Cooperative	129	Franklin St.
Penta Engineering	129	Franklin St.
University Antiquaries, Inc.	129	Franklin St.
Atlas Importing Corp.	129	Franklin St.
Allied Appliance Co.	129	Franklin St.
Maintenance Service & Sales Corp.	20	Green St.
Jim Clark Moving Co.	32	Green St.
DeLeo Auto Body	80	Green St.
Sam's Lunch	7	Landsdowne St.
Harry Richmond Co.	13	Landsdowne St.
Colonial Engraving Co.	13	Landsdowne St.
University Auto Sales	158	Massachusetts Ave.
Arco	168	Massachusetts Ave.
Paradise Cafe	180	Massachusetts Ave.
Tech HiFi	182	Massachusetts Ave.
Piezzo Electrical Products, Inc.	184	Massachusetts Ave.
MIT Auto Repair, Inc.	220	Massachusetts Ave.
New England Confectionery Co.	254	Massachusetts Ave.
Best Petroleum Co., Inc.	266	Massachusetts Ave.
Fathers Fore	300	Massachusetts Ave.
Joyce Chen Restaurant	302	Massachusetts Ave.
Boston Volvo-Renault	304	Massachusetts Ave.
Central Auto Radiator Co.	318	Massachusetts Ave.
Cambridge Coach, Ltd.	324	Massachusetts Ave.
Dunham Footware	326	Massachusetts Ave.
Mandarin Restaurant	334	Massachusetts Ave.
Budget Rent-A-Car	356	Massachusetts Ave.
Subaru Sales	372	Massachusetts Ave.
Cambridge Army & Navy	424	Massachusetts Ave.
Finn Insurance Agency	428	Massachusetts Ave.
Cambridge Furniture	438	Massachusetts Ave.
Night & Day	450	Massachusetts Ave.
Bradford Cafe	454	Massachusetts Ave.
Marcellino Bridal Couture	456	Massachusetts Ave.
O.R.T. Value Center	458	Massachusetts Ave.
Wu Fu Restaurant	464	Massachusetts Ave.
Blum's Jewelry	468	Massachusetts Ave.
Supreme Pizza	470	Massachusetts Ave.
Vouro's Pastry	476	Massachusetts Ave.

### Area 2

#### Franklin Street to Pacific Street

Otis Clapp & Sons	143	Albany St.
Paramount Coat Co.	143	Albany St.
Revelation Bra Co.	143	Albany St.
Sojourner	143	Albany St.
Good Impressions	143	Albany St.
Xanadu Printing and Graphic	143	Albany St.
Kurzweil Computer Products, Inc.	185	Albany St.
Cambridge Research Laboratory	195	Albany St.
Lawrence Metal Forming Corp.	77	Blanche St.
Auto Paint Supply & Equipment Co.	42	Brookline St.
Superior Security Service	48	Brookline St.
American Cleaning Co.	48	Brookline St.
Russell's Engine Rebuilding Co.	94	Brookline St.
American Speaker Systems, Inc.	38	Landsdowne St.
Charles River Publishing	45	Landsdowne St.

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Good News Garage	51 Landsdowne St.
Industrial Insulation & Packing Supply	60 Landsdowne St.
Postmark	60 Landsdowne St.
B&M Auto Body, Inc.	67 Pacific St.

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**Area 3****Pacific Street to Erie Street**

Lynn Sign	230 Albany St.
Wetherall Brothers Co.	251 Albany St.
Atlantic Paper Box	270 Albany St.
H. A. Hovey Co.	271 Albany St.
Braun Co.	281 Albany St.
Cambridge Isotope Labs.	281 Albany St.
Cambridge Tire Company	290 Albany St.
EMF Electrical Supply	120 Brookline St.
Banda of Mass., Inc.	130 Brookline St.
Seferian Escadrille	7 Emily St.
Edward C. Jacob	16 Emily St.
Organic Carpentry & Woodworking	16 Emily St.
Woodgrain'ry	16 Emily St.
Cambridge Woodworkers	16 Emily St.
Luminous Engineering Corp.	21 Erie St.
Manlabs, Inc.	21 Erie St.
Dynatech R and D Co.	99 Erie St.
A&P Rental Co.	54 Pacific St.
Pat's Towing Service	32 Pacific St.
Jartran Truck Rental	82 Pacific St.
Cambridge Smelting Co.	100 Pacific St.
Cambridgeport General Welding	108 Pacific St.
Kloss Video Corp.	145 Sidney St.
Spaulding	148 Sidney St.
Apt Corporation	148 Sidney St.
Mass. Foundry, Inc.	158 Sidney St.
Boston Pipe & Fitting Co., Inc.	171 Sidney St.
Upholstery Modes, Inc.	15 Tudor St.
Broks Cabinets & Custom	15 Tudor St.
Cambridgeport Creative Workshops	15 Tudor St.
Atomic LTD, Inc.	27 Tudor St.
Apex Metal Forming, Inc.	29 Tudor St.

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**Area 4****Erie Street to Putnam Avenue**

Village Laundry Land	266 Brookline St.
Coffee Shop	268 Brookline St.
Stefani's Pizza	270 Brookline St.
Central Pipe & Supply Co.	100 Erie St.
Shilling	75 Hamilton St.
Myerson Tooth Corp.	90 Hamilton St.
P. C. Merrick Co.	18 Peters St.
Massachusetts Transportation	186 Sidney St.
Cambridge Trucking	187 Sidney St.
Eagle Cornice & Skylight	197 Sidney St.
Abstract Construction Enterprises	202 Sidney St.
Boston Transformer	202 Sidney St.
Alpha Co.	210 Sidney St.
Vappi & Co., Inc.	240 Sidney St.
American Science & Engineering	80 Waverly St.

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**Area 5****Putnam Avenue to Memorial Drive**

Polaroid Corp.	350 Brookline St.
Cox Engineering Co.	625 Putnam Ave.
John A. Penny & Co.	270 Sidney St.
William Simpson, Inc.	300 Sidney St.
California Products Corp.	169 Waverly St.





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